



# The Paradox Of Illegal Parking Management: Dual Roles Of OMS In Rule Enforcement And Economic Exploitation And Their Implications For Urban Governance In Jakarta

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## ABSTRACT

This study aims to examine the dual role of community organizations (OMS) in managing illegal parking in Jakarta. The focus is to understand how OMS are not only involved in economic exploitation but also contribute to law enforcement in public spaces. A mixed-method approach is used to gain a comprehensive understanding of this phenomenon. Quantitative data was collected through surveys administered to users of illegal parking services and members of civil society organizations (CSOs). Qualitative data were collected through focused group discussions involving Pemuda Pancasila, FBR, Forkabi, and other informal actors. Findings show that CSOs have a dual function: they act as parking enforcement officers while also engaging in the collection of illegal fees. Although operating outside the formal legal framework, their presence reflects a hybrid governance model that fills institutional gaps in the provision of public services. More inclusive and participatory urban governance policies are needed to address the complexity of informal regulation in city management. This study contributes to the understanding of informal governance and hybrid authority in urban environments. The novelty lies in the dual role of OMS in addressing illegal parking and informal parking governance.

## INTRODUCTION

Illegal parking spaces in Jakarta have become lucrative income sources, generating substantial revenue on an hourly basis. As a result, various community-based organizations (OMS) often compete to claim control over these areas, leading to intense territorial disputes among groups such as Pemuda Pancasila, FBR, and Forkabi. Once an area is controlled by a

particular organization, it typically installs visible markers or symbols to assert its authority over informal parking management.

The prevalence of illegal parking in Jakarta has increased due to the rapid development of shopping malls and supermarkets especially in residential areas like Blok M Plaza—where official parking management is insufficient or lacking (*My Thanh & Friedrich, 2017*). *In addition, limited parking spaces contributed to this phenomenon.* Informal parking attendants frequently charge arbitrary fees and may even issue self-made receipts to legitimize their operations (Wisna Junita Lase et al., 2024; Puspita, 2024; Asyhari, 2022). *Such activities often occur without government oversight, resulting in significant social and legal challenges (Ramadhani et al. 2024). Illegal parking has been a persistent issue in Jakarta for many years.* This is because of its high profitability. Kompas.com reports that several media sites have investigated illegal parking attendants in Jakarta and found that they can earn an average of Rp1.28 billion per day (15 May 2024, 16:07 WIB). As a result, illicit parking on Jakarta streets generates hundreds of billions of rupiahs annually. *Thus, many people are involved in unlawful parking.* This equates to an annual revenue of hundreds of billions of rupiahs from illegal parking on Jakarta's streets. This problem is exacerbated by the involvement of multiple organizations, each of which contributes to illegal parking networks.

It is important to note that illegal parking can have significant negative impacts on traffic flow and public order (Tsakalidis & Tsoleridis, 2015). Unregulated parking policies often lead to congestion, inconvenience for road users, and the creation of unsafe environments. Illegal parking frequently obstructs vehicles that attempt to pass, further exacerbating traffic problems. Consequently, drivers who wish to park legally may be charged additional fees when leaving the area even if they already possess official entry tickets. This practice often leads to conflict between road users and informal parking attendants. Illegal parking can also negatively affect tourism. Tourists are forced to navigate daily traffic congestion in affected city centers, which are typically cultural hubs and major tourist attractions.

As stated in the book *"kumpas tuntas manajemen konflik: fenomena parkir liar di jakarta"* written by Feriandy et al., (2025), economic growth has led to the emergence of numerous new businesses, most of which are located along roads with high traffic volumes. Typically, these establishments do not provide sufficient parking space, causing visitors to park on the roadways themselves. This situation creates opportunities for illegal parking practices managed by community-based organizations (OMS). A study on the prevalence of illegal parking found that limited employment opportunities, local elites facilitating informal parking attendant operations, and community organizations (CSOs) lack the skills to engage in formal economic activities. Furthermore, Armanda, (2024) highlights that weak legal awareness among the public and ineffective enforcement efforts contribute significantly to the persistence of illegal parking in Jakarta.

Many Asian local governments find it difficult to invest in parking facilities; however, parking projects are rarely conducted for a variety of reasons. The fact that parking rates are set lower than investors' anticipation is a significant contributing factor. The following table offers information on how parking fees are regulated differently in Asian nations (Hwang et al., 2013; Puri, 2003; Willoughby, 2013; de Jong et al., 2010; Barter, 2011).

Collaborative efforts between government, community, and community-based organizations (OMS) are essential to address the issue of illegal parking. The initial step in reducing illegal parking involves providing decent employment opportunities, offering skilled training, and implementing stricter oversight of parking activities in public areas. As key stakeholders, communities play a crucial role in these initiatives. With appropriate strategies, we aim to create a more organized and mutually beneficial parking ecosystem, while minimizing the negative impacts associated with illegal parking practices in Jakarta.

The factors influencing parking management solutions involve three key stakeholder groups that are interconnected through three main categories: policy change, business change,

and behavioral change are the three areas into which the most crucial criteria about the relationship between the three main stakeholders are divided. A framework was developed to demonstrate how concerned stakeholders relate to the sequence of change and acceptance of change. These categories are listed in table below.

**Table 2 Stakeholder Categories and Their Roles in Addressing Illegal Parking**

Stakeholder Category	Description
1. Policy Change	Government Interventions Through Regulation, Enforcement, And Urban Planning
2. Business Change	Adjustments In Private Sector Operations, Including Commercial Establishments and Informal Parking Actors
3. Behavioral Change	Shifts In Public Attitudes and Compliance Regarding Legal Parking Practices

**Figure 3: The frame of the change process to legalise illegal parking (Thi My Thanh, 2017)**



The categorization presented in addressing the issue of illegal parking in Japan requires a collaborative approach involving three key dimensions: *policy*, *business*, and *behavioral changes*. Each dimension plays an important and interconnected role in the creation of an orderly and sustainable parking system.

The first dimension, policy changes, highlights the need for local governments to play a more proactive role in designing clear parking regulations, monitoring illegal parking activities, and providing adequate parking infrastructure. Without strong policy support, improvement efforts would be difficult to implement.

The second dimension, Business Change, emphasizes the importance of active participation from business actors, shopping mall management, and ride-hailing service providers in managing visitor parking access. Collaboration with the private sector is crucial for preventing informal groups from illegally exploiting parking spaces.

Finally, Behavioral Change underscores the necessity of public education to increase awareness of parking regulations and the negative impacts of illegal parking practices. Collective awareness serves as the foundation for building a culture of spatial discipline and reducing the demand for illegal parking services.

This conceptual framework was developed based on a synthesis of academic literature and case studies related to urban transport management and public space governance, including analyses of illegal parking in Jakarta (Badaru and Begishev, 2024; Feriandy et al., 2025; Armanda, (2024). The model is also inspired by multistakeholder frameworks used in urban governance studies (My Thanh & Friedrich, 2017; Nourinejad et al., 2020).

Factors influencing parking management between parking operators and parking users. According to Thi My Thanh, (2017) that parking operators must maintain the correctness of the parking information system (availability, capacity, and pricing scheme of parking facilities), as well as security concerns such as who pays for damaged or missing automobiles. A parking information system enables users to search for parking space availability, capacity, and price. Parking users can provide immediate feedback on the quality of the parking service, such as safety, security, and physical condition, which can be used as a reference for other users as well as a guarantee of service worth.

**Table 3: Stakeholder Groups in Parking Management**

Policy change	Business change	Behavior change
<ul style="list-style-type: none"> <li>Private sectors or individuals have to register with parking management authorities to provide parking business;</li> </ul>	<ul style="list-style-type: none"> <li>Private sectors or individuals can provide parking facilities as a business;</li> </ul>	<ul style="list-style-type: none"> <li>The willingness that private sectors or individuals can provide parking facilities as a</li> </ul>
<ul style="list-style-type: none"> <li>The parking facilities have to meet parking design standards;</li> <li>The enforcement to prohibit illegal parking should be strongly enhanced;</li> <li>The parking facilities can only be developed in some specific zones;</li> <li>Private sectors or individuals can set appropriate parking pricing scheme;</li> <li>Private sectors can get subsidy from local government in form of reduced tax and free land;</li> <li>Parking operators have to ensure the security issues, also pay for the compensation of damaged or lost vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>Private sectors can integrate other business (e.g., automatic vehicle wash systems, shopping areas...) in parking facilities;</li> <li>Parking operators provide a communication instrument which helps to maintain the communication between involved parties;</li> <li>Parking operators have to ensure the accuracy of parking information system (availability, capacity, and pricing scheme of parking facilities);</li> <li>Parking users can search for the availability, capacity, and parking fee of parking place through above information system instrument;</li> <li>Parking users can give instant feedback to the quality of the parking service such as safety, security, physical condition then it might be used as a reference to other users as well as a guarantee of service value;</li> <li>Parking users can book and pay in advance for the parking space that they intend to occupy.</li> </ul>	<ul style="list-style-type: none"> <li>business (management authorities);</li> <li>The willingness to change policy and providing support to parking business (management authorities);</li> <li>The willingness to engage in parking business (private sectors);</li> <li>The willingness to use the new parking service and willingness to pay new scheme of parking fee (parking users).</li> </ul>

**Policy Change**

Thi My Thanh, (2017) highlights the crucial role of government in establishing comprehensive parking policies. This includes:

- Implementing clear legal frameworks for parking regulation,
- Enforcing penalties for illegal parking,
- Integrating parking planning with broader land-use and transportation planning,
- Promoting formalization of informal parking actors through licensing or inclusion in official systems.

She argues that weak governance and lack of coordination between agencies often undermine parking enforcement in many Asian cities.

**Business Change**

The author discusses the need to involve private sector stakeholders such as shopping mall operators, real estate developers, and transport service providers in parking management. Key strategies include:

- Encouraging commercial establishments to provide adequate parking facilities,
- Applying economic instruments like demand-based pricing and congestion charges,
- Collaborating with ride-hailing companies to manage pick-up/drop-off zones and reduce street-side parking conflicts.

This approach not only improves efficiency, but also reduces the burden on public infrastructure.

### Behavioral Change

Public awareness and attitudes toward parking play a significant role in shaping compliance with regulations. The study recommends:

- Launching educational campaigns to improve understanding of legal parking norms,
- Promoting alternatives such as public transport and shared mobility to reduce reliance on private vehicles,
- Use technology (e.g., mobile apps for finding legal parking spots) to guide user behavior.

According to My Thanh & Friedrich, (2017), long-term success in parking reform depends heavily on changing public perception and encouraging responsible parking behavior. Transportation planning is the systematic process of establishing policies, programs, and strategies to improve mobility, accessibility, and safety in urban areas (Lättman & Otsuka, 2024). It plays an important role in shaping the spatial structure of cities by influencing land use patterns, economic activities, and environmental sustainability (Lopane et al., 2023).

According to Pozoukidou, (2014), urban development cannot be effectively addressed without integrating transportation planning into broader urban planning efforts. Her study emphasizes that a well-coordinated transportation system is essential for managing urban growth, reducing congestion, and improving quality of life in rapidly growing metropolitan areas.

These interdependencies underscore the necessity of adopting an integrated approach, aligning transportation infrastructure development with land-use planning, public space management, and sustainable urban governance (Al-Rasyid et al., 2003)



Figure 4: Illegal parking on pedestrian walkways

Another peculiar parking situation in cities of emerging Asian countries is the illegal parking of motorcycles. It is common to see motorcycles parked on sidewalks, dusty verges, across curbs, and on the sides of the road (Ajeng & Gim, 2018a). On-street parking is far more convenient; thus, many buildings along the street have half-empty basement parking lots (Barter, 2011). High costs are incurred by parking users in unlawfully owned spaces. They may not even be aware that this is against the law (Barter, 2011).

Therefore, this study examines the importance of planning and designing pick-up locations in areas with high traffic density. The primary focus is on improving the traffic flow efficiency, road user safety, and passenger convenience. This study investigated various aspects, including strategic location selection, pick-up area capacity, waiting times, and their impact on urban congestion. Despite the absence of effective alternatives, these informal parking arrangements continue (Badaru & Begishev, 2024). According to Nourinejad et al., (2020) describe this situation as a form of informal governance, where non-state actors regulate access to public resources and often engage in economic exploitation alongside law enforcement. To gain insight into factors that have not been explored before, researchers conducted a survey of parking service users and parking attendants. Governance regulates access by CSOs and is often involved in economic exploitation alongside law enforcement (Armanda, 2024). Therefore, researchers conducted a survey of parking service users and parking attendants to identify factors that have not been previously explored.

There is a need to implement an effective parking regulation system. Relevant authorities should conduct patrols along specific roads to identify and penalize or tow vehicles parked illegally (Nourinejad et al., 2020). The main causes of illegal parking include a lack of legal awareness among the public and insufficient enforcement efforts (Armanda, 2024). Therefore, parking regulations are necessary because they are an important link between transportation and spatial planning policies, influencing transportation mode choice and travel patterns, thus affecting urban mobility, the environment, and ultimately economic development (Sisiopiku, 2001; Marsden, 2006). Beside that, prevent unlawful parking by taking concrete steps and strictly enforcing parking laws (Ishida, 2006; Humaira et al., 2024).

## **LITERATURE REVIEW**

Illegal parking has become a serious problem in urban centers in developing countries, especially in rapidly growing metropolitan areas, such as Japan. As cities expand and vehicle ownership increases, the imbalance between parking demand and supply creates conditions that are favorable for informal actors to take over the management of public spaces outside the formal legal framework (My Thanh & Friedrich, 2017). This phenomenon is particularly evident in commercial zones with heavy traffic, where street-side businesses are thriving but failing to provide adequate parking facilities (Feriandy et al., (2025). The limited availability of legal parking spaces has been shown to encourage on-street parking and create opportunities for informal parking operators who are often linked to civil society organizations (CSOS).

### **The problem of illegal parking and the role of local government**

Illegal parking problems and role of local governments. Illegal parking is an ongoing urban challenge. This is due not only to high vehicle ownership but also to weak enforcement of illegal parking regulations (My Thanh & Friedrich, 2017). Despite existing laws and zoning regulations, illegal parking persists due to inconsistent monitoring and limited capacity of local authorities to manage public space effectively (Armanda, 2024). This regulatory gap allows informal actors to operate with minimal oversight, reinforcing the notion that ineffective governance plays a central role in enabling illegal parking practices (Hendrawan et al., 2023; Ajeng & Gim, 2018b).

Illegal parking occurs when certain parties unilaterally claim ownership of a parking lot without supervision from the local government. Parking revenue not under the supervision of the local government cannot be used to generate local revenue. Nevertheless, illegal parking attendants earn a substantial income from illegal parking each month. On average, they earn between 3 million and 4.5 million Indonesian rupiah per month. A parking lot alone can generate the minimum Rp value. 30 million per month. The amount of income concerns the number of community members involved in parking attendant work.

### **OMS and Socioeconomic Conditions**

Community-Based Organizations (OMS), such as Pemuda Pancasila, FBR, and FORKABI, are frequently involved in managing illegal parking spaces in Jakarta. Their participation is closely tied to local socioeconomic conditions, including high unemployment rates and limited access to formal employment (Badaru & Begishev, 2024). The involvement of OMSs in illegal parking operations reflects broader patterns of information. This is driven by income inequality for decent living and labor market shortages due to the general lack of skills required by the job market.

Due to the lack of research on the relationship between socio-economic factors, demographic characteristics, and parking demand, as well as the implications of this relationship for the growth of illegal parking (Golam Sobhani Ardaman et al., 2017). This study attempted to establish an appropriate balance between parking demand and supply.

### **Urban Development and Business Actors**

The rapid growth of commercial centers and roadside businesses—especially in areas like blok m—has significantly contributed to parking shortages (Feriandy et al., (2025). Many of these establishments lack adequate parking infrastructure, pushing customers to park illegally on streets. The absence of coordinated urban planning and private sector responsibility highlights the mismatch between development patterns and mobility requirements. Consequently, business actors play an indirect, but significant, role in facilitating illegal parking by failing to provide sufficient alternatives.

On-street parking-related traffic issues are a worldwide concern that significantly affects urban mobility and transportation efficiency, particularly in commercial districts (Ding & Manville, 2025). This situation occurs in several emerging nations, such as indonesia, where there are insufficient parking spaces to accommodate the rapid expansion of motor vehicles (Ajeng & Gim, 2018b)

### **Public Behavior and Enforcement Mechanisms**

Public compliance with legal parking norms is influenced by both awareness levels and the effectiveness of enforcement mechanisms (Armanda, 2024). Studies have shown that many road users do not perceive illegal parking as a serious violation, partly due to inconsistent penalties and low visibility of enforcement actions (Nourinejad et al., 2020). This behavioral tendency is further reinforced when informal parking services appear more accessible and convenient than official parking services. Without stronger deterrence strategies and public education campaigns, changing behavior remains a major hurdle in reducing illegal parking.

### **Informal Governance and Hybrid Authority**

In response to institutional gaps, informal actors such as oms have developed hybrid systems of control over public spaces. These systems blend elements of order maintenance and rule-breaking, creating what scholars describe as *hybrid authority* (Nourinejad et al., 2020). While operating outside formal legal frameworks, oms often perform de facto regulatory functions, such as collecting fees, directing vehicles, and resolving disputes, filling roles typically reserved for government agencies. This paradoxical governance model raises critical questions about the legitimacy, accountability, and future of urban regulations.

### **Integrated Solutions: Policy, Business, and Behavioral Change**

To address these interconnected issues, (My Thanh & Friedrich, 2017) proposes a multidimensional approach involving:

- Policy Change: strengthening legal frameworks and enforcement mechanisms,
- Business Change: encouraging private sector investment in parking infrastructure and shared mobility solutions,
- Behavioral Change: Promoting public awareness and compliance through education and technology.

These interventions must be implemented in tandem to create sustainable improvements in parking management and to reduce reliance on informal systems.

## **METHODS**

This study uses a sequential exploratory design and a mixed-methods methodology approach with an Exploratory Sequential Design, where emphasis is placed more on qualitative data than on quantitative data. Qualitative data collection is conducted first, followed by quantitative data collection (Candra Susanto et al., 2024; Vidya Avianti; Ulfa Aulia, 2022; Vebrianto et al., 2020). The exploratory design is useful for exploring relationships when research variables are not yet known, developing new instruments based on initial qualitative

analysis, generalizing qualitative findings, and refining or testing emerging theories (Harrison & Reilly, 2011).

The qualitative stage first explored the primary problems or themes. The results from the qualitative stage are then confirmed or elaborated upon by the quantitative step (Creswell & Poth, 2018). This approach was selected because it offers comprehensive knowledge of unlawful parking, an issue with many social, economic, and urban management facets. In addition to being instructive, the conclusions of this study are essential for comprehending and resolving the problem of unlawful parking.

During the initial step, researchers conducted in-depth interviews with key stakeholders, including representatives of mass organizations (FBR, Forkabi, Pemuda Pancasila, and any mass organizations), as well as users of illegal parking services in the Jakarta district. These interviews were conducted in focus group discussion (FGD) (Cresswell, 2018; Deborah, 2012). It was designed to identify the motives, interaction patterns, and social dynamics of illegal parking. The interview data were then analyzed qualitatively using coding and thematic analysis techniques to produce an initial conceptual framework (Sekaran, 2016).

The second phase of the study comprised of quantitative data collection and analysis. In this step, questionnaires were given to two different respondent groups, each with their own unique traits:

1. Individuals who engage in illegal parking are defined as those operating four-wheel drive vehicles that utilize informal parking services in public spaces.
2. Illegal parking attendants are affiliated with mass organizations, including FBR, Forkabi, Pemuda Pancasila, and other informal groups.

The total sample size was determined using the purposive sampling method, which is a crucial step to ensure a representative sample that encompasses different backgrounds and levels of participation in illegal parking activities. A questionnaire was developed to assess the perceptions, motivations, behaviors, and impacts of illegal parking practices on public order and traffic mobility.

Researchers can accomplish two goals by combining qualitative and quantitative methods: first, provide a thorough explanation of phenomena; and second, gauge more general trends and patterns in the subject. Furthermore, the Sequential Exploratory model provides an orderly technique for developing research tools relevant to the local situation, which improves the validity and dependability of the results and gives a sense of control over the study.

## RESULTS

In conducting the Focus Group Discussion (FGD), researchers exclusively selected representatives of community organizations engaged in illegal parking activities in commercial establishments such as shopping malls and restaurants, as well as in areas frequented by pedestrians, particularly in proximity to high-traffic zones. Forum Betawi Rembu (FBR), Forkabi, and Pemuda Pancasila (PP) are community organizations represented in this meeting. It is of utmost importance to emphasize that representatives from a wide variety of mass groups in the Jakarta region were randomly selected based on their attendance, ensuring that the selection process was fair and impartial.

The following is an analysis of the results of a focus group discussion with randomly selected representatives of mass organizations. This activity aimed to explore stakeholders' perceptions, social and economic dynamics, and expectations regarding the role of mass organizations in managing illegal parking.

**Interviewers:** Are there any conflicts between parking attendants and users?

**Illegal Parking Attendant:** As for conflicts, yes, they sometimes occur. For example, some riders protest by refusing to pay the fare and claiming that it is too expensive.

Others pretend to not hear and run away without paying. However, this rarely occurred. As parking attendants, we help to ensure the safety of parking. The point is that we are here helping them. Therefore, we must be friendly and cooperative. If we have too many problems, people will be reluctant to use our services, and our image will suffer.

**Interviewers:** As a key player in the parking service, who must determine the parking rate at a location, since the parking area is not authorized

**Illegal Parking Attendant:** Our parking tariff system is a flexible arrangement in which we informally agree with our friends from community organizations in Jakarta. There are no fixed rules, such as designated parking areas. Instead, we considered the location and situation. For instance, if it is a strategic location near a popular mall or shopping center, such as Blok M, the price is adjusted to reflect high demand. This adaptability enables us to adjust prices slightly when necessary. On the other hand, if it is a typical roadside, private cars pay between Rp5,000 and Rp10,000, whereas motorcycles pay between Rp2,000 and Rp3,000. However, during busy periods or peak shopping seasons, we sometimes increased the rate of Rp15,000-Rp20,000 per car. This flexibility allows us to adapt to changing demand and ensure that everyone can find a parking spot. It also depends on who holds the parking spot. If the tariff is too high, people protest. Some ran away without paying. They know that this is not an official parking lot, so it is only natural for the price to be different. After all, we help secure their vehicles, so that they understand them.

**Interviewers:** If illegal parking is officially managed, how can your continued participation in parking management make a difference? What role do you see yourself play in this scenario?

**Illegal Parking Attendant:** If the government wants to take over parking management, there should also be a place for us. We have been working here all the time, helping to organize vehicles, securing cars, and sometimes responding faster than official officers. Therefore, we should cooperate with and not exclude. The local government can hire us as official parking attendants. We are ready to partner with the local governments to manage official parking. We believe that we can be an important part of the solution, not just the problem itself. However, they must be fair and transparent regarding the income given to parking attendants, including decent wages, benefits, and job security. We have field experience and can be a part of the solution, not just the problem. In principle, we do not oppose the government. We also want to have a better life. So far, we have had no other choices. If we can become officials in the future, we will be ready if we are involved.

**Interviewers:** As illegal parking attendants, what do you think about the government's role in regulating illegal parking in Jakarta?

**Illegal Parking Attendant:** The government could be more proactive in controlling illegal parking in Jakarta if it genuinely wanted to. Currently, there are many illegal parking locations, because no solutions have been implemented. This rampant illegal parking is not just a nuisance but also poses a serious threat to the city's infrastructure, causing congestion, hindering emergency services, and damaging roads and sidewalks. There must be an official parking lot on large roads and near the malls. However, on the outskirts, alleys, and minor roads, we filled these spaces. We work because we see opportunities, not just to make money. For example, they may have an official parking regulator in Blok M, Senopati, or Sudirman areas. However, outside this area, many empty spaces, sidewalks, and road shoulders remain unmanaged. In other

words, the situation we ended up in. If the government could organize everything, then we would not have to take to the streets like this.

## DISCUSSION

This study examines the role of mass organizations (OMS) such as Pemuda Pancasila, FBR, and Forkabi in managing illegal parking, highlighting their dual function as both rule enforcers and economic actors in public spaces. Findings reveal that illegal parking results not only from infrastructure shortages but also weak regulation and informal economic practices. Despite these challenges, the research highlights opportunities for collaboration between the government and informal actors to enhance urban transportation governance.

The research by Thi My Thanh, (2017), which states that parking spaces have become a battleground between legal requirements and socio-economic realities in many developing countries, aligns with these findings. The impact is that CSOs have the capacity to regulate public spaces despite lacking formal legitimacy. This is relevant to Armada, (2024) study, which states that these informal organizations cannot be ignored because they have created their own effective governance systems on the ground, even though the management of illegal parking should be the government's responsibility. CSOs not only manage parking but also set fees, manage conflicts, and maintain vehicle orders. This dynamic reflects what Nourinejad et al., (2020) refer to as hybrid authority as a blend of formal and informal authority in managing public spaces. As suggested by (Badaru & Begishev, 2024), formalizing informal parking attendants could be a strategic solution. They could be recruited as support staff or official parking attendants with proper training and supervision (Maswarni & Nofiar, 2020; Novianto et al., 2024)

## CONCLUSION

Illegal parking in Jakarta is a problem that extends beyond the issues of space and traffic. It also reveals the intricate dynamics of urban governance, especially the special functions of local groups such as FBR, Forkabi, and Pemuda Pancasila. These results highlight the contradictory roles of these neighborhood associations. In addition to controlling traffic in uncontrolled zones, they also financially exploit people by imposing unofficial taxes that are not legal. This dual purpose is consistent with the idea of hybrid authority, which creates informal but effective governing systems by having community organizations fill the gaps left by local governance. The prevalence of informal governance in underdeveloped countries is reflected in their existence and their existence reflects more general informal governance trends, which are common in developing nations (Thi My Thanh, 2017).

There are several reasons why illicit parking persists, including a lack of proper legal parking infrastructure, a lackluster legal enforcement system, and high demand in business districts like Blok M (Feriandy et al., 2025). When official institutions are ineffective or local governments are inconsistent in enforcing legislation, informal parking providers often take control of the public areas. However, as of now, there is no suitable way to address this problem (Armada, 2024). Even though these community organizations operate outside the law, their role in maintaining order in neglected areas and meeting practical needs when state services are insufficient is crucial.

From a policy perspective, combating illegal parking requires a cooperative strategy that incorporates informal actors into the official system rather than merely enforcing or regulating the law. By reducing dependence on illegal operations and creating channels for accountability, formalization tactics such as recognizing their role in the official parking management structure will offer potential solutions. Given these circumstances, this cooperative approach is not only an option but also a requirement.

## LIMITATION

When evaluating the results and drawing conclusions, it is essential to consider the numerous limitations of this study and its potential for generalizing the findings. The qualitative data collection method relied on in-depth interviews with illegal parking attendants supplemented by focus group discussions (FGDs). However, owing to the sensitive legal and social nature of illegal parking activities, it is possible that some respondents were not entirely forthcoming in providing their answers. This could lead to a response bias, where the data collected may not accurately reflect the true nature of illegal parking activities, potentially leading to underestimation or overestimation of the prevalence and impact of these activities, thereby impacting the study's findings.

It is important to reiterate the limitations of this study, as this will ensure that the audience is fully informed and aware of potential biases. Efforts have been made to build trust through a participatory approach and guarantee anonymity; however, these limitations must still be acknowledged as part of the methodological reflection. The sequential exploration of mixed methods allows for the integration of qualitative and quantitative data; however, quantitative data are cross-sectional, so the causal relationships between variables, such as economic motivation and parking service user behavior, cannot be thoroughly analyzed. Therefore, the interpretation of the results must be done carefully to avoid drawing overly broad conclusions and reassuring the audience of the thoroughness of the research.

While this study successfully identified the role of informal actors such as Pemuda Pancasila, FBR, Forkabi, and other local groups, it also highlights the need for further analysis of their internal relationships. This includes territorial divisions, authority hierarchies, and conflicts between organizations. These unexplored areas not only present intriguing opportunities for future research development but also hold the potential to significantly enhance our understanding of illegal parking activities, sparking the interest of the academic community.

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